

**THE EFFECTIVENESS OF A PRIVATE
HUMAN RESOURCE DEVELOPMENT CENTRE'S
OUTDOOR TRAINING PROGRAMME ON TEAMWORK**

By

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**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,
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Chairman : Professor Turiman Suandi, Ph.D.

Faculty : Educational Studies

The objective of this study was to determine the level of teamwork gained in clarity of goals, communication, leadership, trust, conflict management, empowerment, decision making, relationship and overall teamwork. The relationship between participants' perception towards training content, training methodology, the instructor's delivery, the overall perception on teamwork gained was also determined. A pre and post-test survey type questionnaire was self-administrated. There were 28 participants who had gone through Banseke's outdoor training programme participated in pilot test. A total of 64 participants who attended the course from 25-30 October 2002 participated in this study. Teamwork assessment questionnaire was adopted and adapted from Stott & Walker (1995) to determine participants' teamwork level. Responses were analysed using SPSS. Measures of Central Tendency, Standard Deviation and frequency were used for descriptive analysis, while Paired Sample t-test was used to determine the differences of teamwork level before and after the training programme. Pearson Correlation Coefficient was used to determine the relationship of the variables.

The results revealed that participants have high perception towards training content, training methodology and the instructor's delivery. The study also found that there was significant increment for teamwork and its elements like clarity of goals, communication, leadership, conflict management, empowerment and decision making, but not for trust and relationship. Correlation coefficient results revealed that there was no significant relationship between training content and eight elements constituted of teamwork. Training methodology has significantly low relationship with communication ($r = 0.279$) and leadership ($r = 0.253$), but no for the other six elements. Instructor's delivery also has significantly low relationship with communication ($r = 0.314$) and leadership ($r = 0.316$), but no for the other six elements. There was no significant relationship between participants' perception towards training content, training methodology and instructor's delivery with teamwork. However, the overall perception of the outdoor training has significantly low relationship with teamwork ($r = 0.260$). The overall perception also has significantly low relationship with communication ($r = 0.321$) and leadership ($r = 0.272$). Therefore, high level of participants' perception towards training content, training methodology and the instructor's delivery were not necessarily the cause of teamwork gained. Banseke is an effective outdoor training programme in improving participants' overall teamwork level.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk Ijazah Master Sains

**KEBERKESANAN SATU ORGANISASI PEMBANGUNAN SUMBER
MANUSIA SWASTA DALAM LATIHAN LUAR BILIK
TERHADAP KERJASAMA PASUKAN**

Oleh

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Kajian in bertujuan mengkaji tingkat pencapaian kerjasama kumpulan dalam penjelasan matlamat, komunikasi, kepimpinan, kepercayaan, pengurusan konflik, pengalihan kuasa, membuat keputusan, perhubungan dan kerjasama kumpulan keseluruhan. Perkaitan antara kandungan program, metodologi program, persepsi keseluruhan dan kerjasama kumpulan turut dikaji. Borang soal selidik jenis tinjauan yang melibatkan kajian sebelum dan selepas latihan telah digunakan. Terdapat 28 orang peserta yang melepasi program latihan luar bilik di Banseke terlibat dalam ujian percubaan. Seramai 64 orang peserta yang menyertai latihan tersebut dari tarikh 25-30 Oktober 2002 terlibat dalam kajian ini. Borang soal selidik Penilaian Kerjasama Kumpulan adalah diambil dan diubahsuai daripada Stott & Walker (1995) untuk melihat tingkat kerjasama para peserta. Dapatan kajian dianalisis dengan SPSS. Kaedah Pengukuran Memusat, sisihan piawai dan frekuensi digunakan untuk penghuraian analisis diskriptif, manakala analisis Paired Sample t-test digunakan untuk melihat perbezaan min kerjasama kumpulan sebelum dan

selepas program latihan. Ujian Pekali Korelasi Pearson digunakan untuk melihat perkaitan antara angkubah terpilih.

Dapatan kajian menunjukkan para peserta berasa amat puas hati terhadap kandungan program, metodologi program dan pengantaraan jurulatih. Kajian juga mendapati peningkatan signifikan terhadap kerjasama kumpulan dan juga unsur-unsur seperti penjelasan matlamat, komunikasi, kepimpinan, pengurusan konflik, pengalihan kuasa dan membuat keputusan, namun tidak terdapat terhadap kepercayaan dan perhubungan. Hasil daripada Ujian Pekali Korelasi Pearson menunjukkan tidak terdapat hubungan signifikan antara kandungan program dan lapan unsur membentuk kerjasama kumpulan. Metodologi program terdapat hubungan signifikan yang rendah terhadap komunikasi ($r = 0.279$) dan kepimpinan ($r = 0.253$), tetapi tidak terhadap enam unsur yang lain. Pengantaraan jurulatih juga terdapat hubungan signifikan yang rendah terhadap komunikasi ($r = 0.314$) dan kepimpinan ($r = 0.316$), tetapi tidak terhadap enam unsur yang lain. Tidak terdapat hubungan signifikan antara persepsi peserta terhadap kandungan program, methodologi program dan pengantaraan jurulatih dengan kerjasama kumpulan. Namun, terdapat hubungan signifikan yang rendah antara persepsi keseluruhan dengan kerjasama kumpulan ($r = 0.260$). Persepsi keseluruhan juga terdapat hubungan signifikan yang rendah terhadap komunikasi ($r = 0.321$) dan kepimpinan ($r = 0.272$). Maka, persepsi tinggi terhadap kandungan program, metodologi program dan pengantaraan jurulatih tidak semestinya penyebab pencapaian dalam kerjasama kumpulan. Banseke adalah satu pusat latihan luar bilik yang efektif dalam meningkatkan kerjasama kumpulan para peserta secara keseluruhannya.

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